

# Terms of reference (ToRs) for the procurement of services above the EU threshold

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<b>Project title:</b>	<b>Processing number/cost centre:</b>
<b>Mekong Delta Climate Resilience Programme (MCRP)</b>	17.2076.2-001.00
<b>Country:</b>	<b>Transaction number:</b>
Vietnam	81271963
<b>Subject of the tender procedure:</b>	
<b>Strengthening Regional Coordination and Climate Resilience in the Mekong Delta</b>	

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### **List of abbreviations**

AFD	Agence Française de Développement
ATI	Administration for Technical Infrastructure
CD	Capacity Development
CPC	City People's Committee
CSI	Enhancing climate services for infrastructure investment
CTU	Can Tho University
DARD	Department of Agriculture and Rural Development
DOC	Department of Construction
DPI	Department of Planning Investment
FPP	Flood Management and Drainage of Medium-sized Cities Programme
FS	Feasibility Studies
ICMP	Integrated Coastal Management Programme
IUCN	International Union for Conservation of Nature
JICA	Japan International Cooperation Agent
KOMP	Cost-output monitoring and forecast
MARD	Ministry of Agriculture and Rural Development
MCRP	Mekong Delta Climate Resilience Programme
MDIRP	Mekong Delta Integrated Regional Plan
MDMP	Mekong Delta Master Plan
MDWG	Mekong Delta Working Group
MOC	Ministry of Construction
MOIT	Ministry of Industry and Trade
MPI	Ministry of Planning and Investment
OoG	Office of the Government
PPC	Provincial People's Committee
SECO	State Secretariat for Economic Affairs
SIWRP	Southern Institute for Water Resources Planning
SWOT	Strengths, Weaknesses, Opportunities, Threats
ToRs	Terms of reference
VNDMA	Vietnam National Disaster Management Authority

## **1. Context**

### **1.1 Summary of the Mekong Delta Climate Resilience Programme**

The Mekong Delta provides livelihoods for 21 million people. It is also one of the parts of the world most affected by climate change. The impact of inappropriate land and water management combined with the consequences of climate change threaten the existence of this ecosystem, its role as a major supplier of rice and other agricultural produce, and ultimately the livelihoods of its people.

The Government of Viet Nam has taken the first steps towards developing strategies, plans and legal frameworks aimed at creating the conditions required for a holistic approach to climate-resilient management of the Mekong Delta. This includes the Planning Law that was ratified in 2019 in order to drive forward integrated regional master planning. Other central components of the legal framework include: (a) the Mekong Delta Integrated Regional Plan (MDIRP) which is scheduled for ratification as of 2021 and is intended to pilot and tighten up the new integrated planning processes for the Mekong Delta under the Planning Law, and (b) the Prime Minister's Resolution on the sustainable and climate-resilient development of the Mekong Delta (Resolution No. 120/NQ-CP). Furthermore, a Regional Coordinating Council has been set up for the Mekong Delta but is not yet fully operational. The achievement of these important milestones over recent years has created the basic conditions, but the Vietnamese Government still lacks a fully operational, innovative, and coordinated regional approach. Consequently, climate-resilient management of natural resources in the coastal areas of the Mekong Delta is not sufficiently effective to ensure sustainable development in the region (core problem).

The module objective of the TC measure is as follows: Climate-resilient management of natural resources in the coastal areas of the Mekong Delta is improved to ensure sustainable development in the region. The regional focus of the advisory services is on all 13 provinces in the Mekong Delta and on the national level for regional coordination. Measures will help establish the institutional framework for regional coordination and investment planning for the climate-resilient and gender-sensitive management of water resources in urban and rural areas in the Mekong Delta. The programme will also focus on innovative technologies for combatting coastal and riverbank erosion in urban, rural and coastal planning zones. It further aims to promote climate-smart and water-sensitive infrastructure in this area.

**In terms of its strategy, the TC programme facilitates** regional coordination, the pertinent institutional and procedural frameworks and investment plans and/or investment decisions as well as the development and dissemination of technological solutions and innovations aimed at improving the climate-resilient management of water resources in urban and regional areas in the Mekong Delta. With respect to its prioritisation of sustainable development, the TC programme – Mekong Delta Climate Resilience Programme (MCRP) – essentially builds on the experiences and findings of the TC measure Integrated Coastal Management Programme (ICMP, PN 2010.2202.9), which was phased out in December 2018. For urban planning in the Mekong Delta, the programme aims to leverage the long-standing experience and results of the TC project Flood Management and Drainage of Medium-sized Cities (FFP) which expired in December 2020 and was cofinanced by the German Federal Ministry for Economic Cooperation and Development (BMZ) and Switzerland's State Secretariat for Economic Affairs (SECO).

This TC follow-on measure is divided into four fields of activity: (1) Establish an institutional framework to facilitate regional coordination of climate-resilient development of the Mekong Delta; (2) Improve investment planning at regional level for the climate-resilient and gender-sensitive management of water resources in urban and rural areas; (3) Apply innovative

technologies and interventions to combat coastal and riverbank erosion, thus rendering rural infrastructure and ecosystems more climate-resilient; and (4) Roll out climate-smart and water-sensitive urban infrastructure.

The programme's **target group** comprises the people living in the urban and rural areas of the Mekong Delta who depend on sustainable natural resource management, nearly 21 million inhabitants in all (2019). In terms of regional coordination and investment planning, the programme targets the entire Mekong Delta (13 provinces). The target group includes households that stand to benefit from the MCRP-backed measures for combating riverbank and coastal erosion in rural areas, i.e., primarily households that can continue to earn a living directly or indirectly from agricultural cropping or aquaculture (fishing or shrimp farming) thanks to the preservation of productive areas. The direct target group also includes urban population groups whose living environment, basic supplies and infrastructure – i.e., the resources they need to secure an income – are preserved through water-sensitive and climate-smart investments.

This phase of MCRP has a duration of five years (from 01/2021 to 12/2025).

## **1.2 Problem and potential analysis (related to development cooperation measure)**

The Mekong Delta, the source of livelihood for some 21 million people (19% of the population of Viet Nam), is one of the regions most affected by the impacts of climate change worldwide. These include rising sea levels, higher temperatures, changes in rainfall patterns and an increase in the frequency of extreme weather events. Land subsidence, on the one hand, and rising sea levels, on the other, are causing increasing saltwater intrusion into freshwater bodies and soil, in addition to floods, particularly in the coastal areas bordering the Mekong. Inappropriate land and water management, the construction of dykes for flood protection, and an increase in the number of hydroelectric dams – particularly in the upper Mekong Delta, including China, Laos and Cambodia – are putting further strain on the complex Mekong Delta ecosystem.

In this context, the major impacts are the increasing loss of land and water resources caused by coastal erosion, saltwater intrusion, and freshwater scarcity. The potential extent of the impact of climate change became evident during the drought in 2016, the year of El Niño. Agricultural production on around 34,000 ha in the Mekong Delta suffered from saline intrusion and water shortage. In the first quarter of 2016 alone, 700,000 tons of rice were lost. The people most affected are those living on the poverty line. The cultivation of inferior-quality rice on individual plots that are too small (< 1 ha) is the cause of their increasingly vulnerable existence.

The complex Delta ecosystem and the interplay between different areas – particularly between the upper reaches and coastal areas – are seriously impacted by the investment policies for economic development in the Mekong Delta, with the consequences increasingly being felt across borders (for example hydroelectric dams). Infrastructure and land use measures have a direct impact on the hydrological system, on the regeneration and quality of groundwater, which is scarce to begin with, and on soil fertility, and have an indirect impact on the capacity of carbon sinks (greenhouse gas reduction).

Natural hazards and climate risks also pose a challenge to the Mekong Delta's rapid and often uncontrolled urban growth. The objective here is to partially or completely eliminate these risks through capital-intensive investments in infrastructure, thus securing the successful developments achieved to date. Above all, the rising frequency and intensity of flooding has increasingly pushed urban infrastructure up to if not beyond the limits of its capacity in recent decades. The combined urban rainwater and drainage water systems for stormwater runoff often lack the required capacity, i.e., the drainage infrastructure is undersized, of inferior quality and lacks adequate maintenance. This problem is further exacerbated by unsystematic

drainage planning based on unreliable datasets, a rise in urban soil sealing, the uncoordinated management of river catchment areas, rising sea levels and increasingly intensive rainfall events.

In recent years, the Vietnamese Government has initiated various legislative processes to improve regional coordination in the Mekong Delta (Prime Minister's Decision 593/QD TTg; Resolution 120/NQ CP). Often though, progress has fallen short of expectations because the newly created structures exhibited too many overlaps with respect to their legal basis, responsibilities, and functions, coupled with a sluggish pace of horizontal and vertical integration and harmonisation. The Planning Law that came into force on 1 January 2019 makes it compulsory practice for the first time ever to develop an integrated approach for national, regional, and provincial master plans. The Mekong Delta was selected to pilot the integrated regional master plan. The formulation of a regional master plan is central to regional coordination and cross-sectoral planning for all eight of the country's macro regions as defined by the Vietnamese Government on the basis of geographical, economic and development-specific indicators. Establishing effective integrated urban and rural master planning is essential during the transition from central planning to integrated master planning that is multi-sectoral and links planning with investment. In 2020, Decision 825/QD-TTg established the Regional Coordination Council for the Mekong Delta. This Council will supervise the implementation of the Mekong Delta master plan and establishes working groups based on sectors and sub-regional interests to develop linkages between national and provincial levels.

For this process to succeed, it will need support, as the Vietnamese Government still does not have a fully operational, innovative, comprehensive, and coordinated regional approach. Consequently, the climate-resilient management of natural resources in the coastal areas of the Mekong Delta is not sufficiently effective to ensure sustainable development in this region (**core problem**).

The **causes** include the lack of an adequate institutional framework – specifically, coordination mechanisms and capacities at the different levels of government. Strategies at the national and provincial levels are not sufficiently coordinated and development partners are rarely part of a coordinated cooperation arrangement between different government authorities at the national and provincial levels. Incoherent investment policies make it difficult to apply innovative technologies for sustainable climate-smart water management in urban or in rural areas.

The **negative effects** are substantial economic losses in the form of a decline in agriculturally usable areas and urban infrastructure, a further decline in agricultural productivity, sudden and permanent crop failure, and accompanying social disadvantages. These include increasing livelihood insecurity for large parts of the population, which contributes to social instability and forces people to migrate. Women are especially hard hit as they often have no other means of offsetting their loss of income, growing poverty, and joblessness. The COVID-19 pandemic has also contributed to production losses in a number of sectors located in the Mekong Delta (e.g., light industry and manufacturing industries). However, the country has been able to limit the socio-economic fallout thanks to a successful containment strategy.

**Potential:** Creating a fully operational Regional Coordinating Council to promote the Mekong Delta Master Plan opens up key strategic gateways for sustainable coordination and implementation that are to be scaled up for use nationwide and with new thematic challenges. This includes coherent and evidence-based infrastructure planning that uses innovative technologies to promote adaptation to climate change while reducing disaster-related risks.

**Results achieved to date:** The TC measure ICMP and, in its initial years, MCRP have established the key political and organisational framework for regional coordination and investment planning needed to increase climate resilience in the Mekong Delta. Specifically: political and strategic support measures for implementing the Mekong Delta Master Plan and

for regional coordination (based on decision no. 593/QD-TTG and Resolution 120), as well as cross-province planning instruments and technical solutions (above all in coastal protection, urban resilience, and irrigation management). Among other things, outputs include indicators and quality criteria for assessing national, regional, and provincial development plans as well as guidelines for drawing up regional master plans. A gender-sensitive capacity development strategy was also adopted for implementing the Mekong Delta Master Plan. The Green Innovation Center (GIC) PN 2014.0967.1-018 under the One World – No Hunger Initiative (SEWOH) is addressing the agricultural components rice and fruit. This development, coupled with the change in implementation partner – i.e. over to the Vietnam Disaster Management Authority (VNDMA) under the Ministry of Agriculture and Rural Development (MARD) – means the thematic focus of the TC programme is now geared to regional coordination and riverbank and coastal erosion.

## **2. Tasks to be performed by the contractor**

The contractor<sup>1</sup> contributes to achieving the target indicators, outputs and output indicators described in this document. MCRP's overall objective is to improve the climate-resilient management of natural resources in coastal areas of the Mekong Delta to ensure sustainable development in the region. Based on this objective, this assignment aims to contribute to regional coordination and the government's transition from the remnants of central planning to the new integrated and multi-sectoral planning approach. The focus of this assignment is institutional development priorities in national, regional, and provincial master planning closely linked with integrating urban and rural development in accordance with the Law on Planning and related legislation. The assignment will be implemented at national level and 13 provinces of the Mekong Delta and contribute to MCRP field of activity (1) and (2) and the respective module indicators 1 and 2.

The Regional Coordination Council (RCC) was established in 2020 and its function is defined as: "Advising and proposing to the Prime Minister and assisting the Prime Minister in directing, coordinating, inspecting and supervising the implementation of regional linkages, sustainable and climate resilient development of the Mekong Delta, including the development of Mekong Delta key economic region" (Article 2). Its main responsibility will consequently be to supervise the development and implementation of inter-provincial activities that promote climate smart and sustainable economic transformation in the Mekong Delta. The RCC also has the responsibility to supervise the implementation of the Mekong Delta Master Plan (MDMP) and recommend to the Prime Minister the list of priority inter-provincial projects and plans that should be implemented in the region during the period 2021-30. The mandate of the RCC includes the establishment of **working groups** based on sectors, sub-regions as well as technical and commercial grounds. The working groups prepare guidelines and advice for submission to the RCC and establish effective involvement and engagement of national leaders and leaders from the 13 provinces. The Ministry of Construction (MoC) and the Ministry of Agriculture and Rural Development (MARD) have established sector working groups under the RCC. As part of their role in the RCC, provinces in the Mekong Delta also established working groups.

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<sup>1</sup> Candidates/tenderers and contractors that deliver services above the EU threshold are consulting companies.

The contractor facilitates active joint participation of national and provincial partners in meetings, seminars and workshops, the implementation of joint activities, information sharing and monitoring and evaluation. A consensus will be established on issues such as coordination mechanisms that promote mutual benefits and accommodate competing interests among the national and provincial members of the working groups. Establishing the regulations and coordination mechanism required for the effective operation of the RCC and national and provincial working groups will be a priority.

In providing the working groups the evidence-based policy advice and technical data and information needed to effectively advise the RCC and advocating for updated and new policy to guide more effective infrastructure investment, this assignment strengthens institutions and improves the technical capacity of the RCC, MoC and MARD working groups and provincial working groups. Given that urban and rural development and related infrastructure investment especially in agriculture, transport and flood management are very important for the stability and well-being of an expected 7.5 million urban population and over 20 million rural population by the year 2030, this assignment will contribute to the establishment of practical coordination mechanisms for integrated urban and rural hubs and reform the policy and regulatory framework.

The Mekong Delta Master Plan (MDMP) is the government's pilot for regional master planning outlined in the Law on Planning. The MDMP encapsulates the key government priority to restructure the boundaries for socio-economic development, the agricultural transformation, environmental protection and establish integrated urban and rural hubs. These hubs will also provide the basis for more efficient and effective climate resilient infrastructure investments and contribute to the design of the new regional coordination mechanism for the Mekong Delta. This assignment will develop practical and sustainable coordination mechanism/s for hubs based on existing institutions and establish an enabling environment for the hubs to function effectively. It is expected that the RCC will use the results from the assignment to establish guidelines to expand integrated urban and rural hubs in the Mekong Delta and links to inter-provincial coordination mechanisms.

To help achieve module indicator 1, the assignment will contribute to MoC and MARD to establish the National Master Plan for Urban and Rural Development according to the Planning Tasks Report approved by the Prime Minister with Decision 294/QD-TTg. While integrated urban and rural planning and integrated urban and rural hubs are featured in the Mekong Delta Master Plan, the key principles, approach, and coordination mechanism for integrated planning and establishing the hubs are lacking. Initially, the contractor will assess the existing legal and policy framework, carry out an institutional assessment, and conduct a SWOT analysis on integrated urban and rural hubs. The study will include a stakeholder analysis including the important role of the private sector and trade associations and sub-regional groups such as Mekong ABCD. The study will outline key principles, methodology and approach for integrated urban and rural hubs. The results of this study will be used in consequent work carried out during this assignment.

Under Output Area 1.1, the assignment will contribute to the RCC in strengthening linkages between provinces and national level on integrated urban and rural hubs and infrastructure investment decisions including flood management, agriculture and transport. The contractors will contribute technical knowledge and experience to the Institute for Urban and Rural Master Planning and the Urban Development Agency in the Ministry of Construction during the drafting of the National Master Plan for Urban and Rural Development. A gender-sensitive capacity development plan on integrated and multi-sectoral planning and integrated urban and rural hubs for relevant leaders and officials from MoC, MARD, Ministry of Planning and Investment (MPI) and Ministry of Industry and Trade (MoIT) and the 13 provinces will be provided. A capacity needs assessment, the MDMP, Decision 68/QD-TTg on construction planning for the

Mekong Delta to 2030 with the vision towards 2050, and the MARD proposal to establish agricultural supply centres should guide the content of the capacity training.

The contractor will provide technical knowledge and advise to the Department of Planning and Architecture in MoC, the Standing Office of the MoC working group to the RCC, in the areas of integrated planning, integrated urban and rural hubs, urban and rural climate resilience, which are integrated with other functions such as disaster risk management, sports and recreation (parks, ponds) and transport corridors. According to Decision 1122/QD-BXD the working group has the responsibility to carry out evidence-based research and propose to the minister new policy and mechanisms for development in the Mekong Delta. The working group also supports the minister carry out his allocated responsibility towards the RCC, prepare 6 monthly and annual summary reports for submission to the Standing Office of the RCC and collaborate with provincial working groups to bring important urban climate resilience issues to the RCC.

The contractor will provide technical knowledge and advise to the Department of Planning in MARD, the Standing Office of the MARD working group to the RCC as well as other relevant member departments, such as the Vietnam Disaster Management Authority (VNDMA). According to Decision 3588/QD-BNN-TCCB, this working group has the responsibility to report to the minister on key issues in the Mekong Delta, prepare the minister for meetings with the RCC and cooperate with the provincial working groups. Establishing integrated urban and rural hubs with a focus on agricultural supply centres and expanding markets is a MARD priority. In another assignment, MCRP will support the VNDMA in MARD to establish a monitoring system for coastal erosion in the Mekong Delta. Data and information from this assignment will be shared with the working group for presentation to the RCC.

The contractor will regularly share information with the Department of Local Economy and Territories in MPI, the Standing Office for the RCC, according to key milestones towards establishing models for integrated urban and rural hubs. The contractors will also cooperate with the Department of Planning Management in MPI during the process to establish the integrated urban and rural hubs and share information and policy advice during the preparation and implementation of national, regional and provincial master plans.

The contractor will contribute to the implementation of the National Master Plan for Urban and Rural Development and the Mekong Delta Master Plan and carry out 3 feasibility studies (FS) to pilot three different models outlining the approach, coordination mechanism and process to establish integrated urban and rural hubs. In preparation for the FS, the contractors will prepare an assessment report outlining the status of key development issues affecting urban and rural areas such as flood management, urbanization, logistics, connectivity, labour, value chains, communication networks, agricultural production and rural development, processing, and manufacturing. The policy and regulatory framework will be assessed, and a SWOT analysis of integrated urban and rural hubs will be conducted. The assessment report will also include an institutional and stakeholder assessment, which will in particular identify the existing and potential role of the private sector and trade associations, such as the Vietnam Association of Seafood Processing and Exporters. Issues and options for coordination mechanisms and a list of tentative coordination mechanisms will also be included in the assessment report. The most recent climate change scenarios and natural disaster trends in the Mekong Delta will be reviewed and used in the study.

The selection of the location for the FS will also depend on the capacity and potential to upscale and include integrated urban and rural hubs into inter-provincial coordination mechanisms. In cooperation with GIZ, two inter-provincial coordination mechanisms shall be established based on mutual interest and benefits and with the aim to expand the diversity and linkages between provincial urban centres and rural areas. Establishing practical and sustainable Inter-provincial coordination mechanisms are a government priority. The mechanisms will significantly



contribute to improved socio-economic development, better coordinated and more efficient infrastructure investment, reduce outmigration and poverty, improve training and education and so increase incomes, livelihoods and standards of living of people in urban centres and rural areas in the provinces. GIZ is presently supporting the Central Economic Commission and three provinces in the Ca Mau Peninsular to establish a sub-regional coordination mechanism. Results and experiences from this activity will be assessed by the contractors and used to upscale in other provinces.

Results from inter-provincial coordination mechanisms and the 3 FS will be shared with the RCC, and GIZ will advocate for RCC guidelines for inter-provincial coordination mechanisms and integrated urban and rural hubs and decisions on associated infrastructure investments that contribute to achieving module indicator 2.

To ensure the sustainability and effectiveness of integrated urban and rural hubs, the assignment will contribute to establishing the national policy, regulatory and coordination mechanism framework. The contractors will assess the gaps, inconsistencies, overlaps in the existing policy, regulatory and coordination mechanism framework for promoting integrated urban and rural hubs. The results of this assessment will be presented to national and provincial partners. The contractors will contribute technical knowledge, knowledge products and advice to MPI, MOC, MARD and MoIT during the process to update the policy and regulatory framework. The contractors will also contribute to consultation workshops presenting comments on the draft policy and regulatory framework. GIZ will advocate for the RCC and/or its Standing Office for decisions to establish the policy and regulatory framework for integrated urban and rural hubs and contribute to achieving module indicator 1.

The contractor, through implementing services contributes to the following module indicators, *representing all the module's indicators related to national, regional and provincial institutional development and capacity development in master planning and climate resilience and investment*. The consultant coordinates closely with the MCRP Regional Coordination Team to ensure that the contractors' contributions towards the achievement of MCRP indicators and outputs can be measured and are effective. These indicators and outputs are presented below.

## **Module objective indicators**

### Module objective indicator 1

11 investment decisions on climate-resilient water resource management in urban and rural areas are taken by key actors (e.g. line ministries, provinces) based on agreed regional coordination mechanisms.

### Module objective indicator 2

5 feasibility studies for water-sensitive and climate-resilient investments in urban and rural areas in the Mekong Delta forecasting a 20% reduction in anticipated climate and disaster-related damage have been ratified by the Regional Coordinating Council.

### **Output 1:**

An institutional framework for the regional coordination of climate-resilient development of the Mekong Delta has been established.

### **Output Indicators**

Output indicator 1.1 - Regional Coordination Council with sub-regional coordination units, including inter-ministerial working groups, are operational.

Output indicator 1.2 - 5 inter-provincial platforms are held every six months for coordination (planning, implementation, and monitoring) of climate-resilient management of water resources in urban and rural areas under aspects of gender equality.

## **Output 2**

Investment planning for climate-resilient and gender-sensitive management of water resources in urban and rural areas has been improved at the regional level.

Output indicator 2.1 - Five feasibility studies for climate- and gender-sensitive innovations in urban and rural areas, are available.

Output indicator 2.2 - An integrated and gender-sensitive Disaster Risk Management (DRM), Climate Change Adaptation (CCA), Ecosystem-based (EbA) strategy for selected water-induced risks in urban and rural areas is adopted at either the national, regional, or provincial level.

## **Work package 1 Institutional Strengthening of the Regional Coordination Council, and MOC and MARD Working Groups**

The RCC's main responsibility is to supervise the development and implementation of inter-provincial activities that promote climate smart and sustainable economic transformation in the Mekong Delta. The RCC has the responsibility to supervise the implementation of the Mekong Delta Master Plan (MDMP) and recommend to the Prime Minister the list of priority inter-provincial projects and plans that should be implemented in the Mekong Delta region during the period 2021-30.

The contractor will strengthen the institutional capacity, the human resources capacity and institutional linkages between the RCC, working groups in MoC and MARD and provincial working groups established under Decision 825/QD-TTg. The contractor will conduct an institutional assessment of the RCC, ministerial working groups and provincial working groups. The organizational mandate, roles and responsibilities, institutional and financial arrangements, guiding principles, and monitoring and evaluation systems will be assessed. In addition, the contractors will contribute to the drafting process of the National Master Plan for Urban and Rural Development so that it outlines a clear strategy for the development of integrated urban and rural hubs for inclusion in provincial master plans and promoted by the RCC.

Based on the results of the assessment, the contractor establishes an action plan so partners at national and provincial levels can more effectively carry out their role in the RCC. Institutional change takes time and so this action plan takes a long-term perspective. The action plan outlines specific institutional development and capacity development activities for each partner and activities that encourage the involvement and cooperation of different partners including clear and consistent organizational mandates and roles and responsibilities, and operational procedures and budgeting. Establishing a mechanism for the allocation of adequate operational funding for national and provincial partners will be a priority. The action plan will be reviewed and updated every six months.

The contractor facilitates active joint participation of national and provincial partners in meetings, seminars and workshops, the implementation of joint activities, information sharing and monitoring and evaluation. A consensus will be established on issues such as mechanisms that promote mutual benefits and accommodate competing interests among the national and provincial members of the working group. Establishing the regulations and coordination mechanism required for the effective operation of the RCC and national and provincial working groups will be a priority.

**Subject of the tender procedure: Strengthening Regional Coordination and Climate Resilience in the Mekong Delta**

**Transaction number: 81271963**

Activities include:

- Carry out an institutional assessment of the RCC, ministerial working groups and provincial working groups including human resources, regulatory framework, organizational framework and financial arrangements.
- Carry out consultations with national and provincial partners on the content of an action plan for institutional strengthening
- Carry out consultations with provincial leaders and officials on ways to improve provincial representation and involvement in the RCC and MARD and MoC working groups.
- Establish an action plan so partners at national and provincial levels can more effectively carry out their role in the RCC and the implementation of the Mekong Delta Master Plan
- Implement the action plan including specific activities with each partner and activities that involve all or a selection of partners
- Contribute inputs to the Institute for Urban and Rural Master Planning and the Urban Development Agency in MoC during the drafting process of the National Master Plan for Urban and Rural Development
- Carry out regular consultations with national and provincial partners to assess results of institutional strengthening activities.
- Support the establishment of regulations, mechanisms and procedures to strengthen institutions at national and provincial levels.
- Facilitate regular information sharing and participation in meetings, seminars, workshops and conferences
- Assess and update the action plan every six months

<b>Milestones for work package 1</b>	<b>Delivery date/period</b>
Institutional assessment report of the RCC and MoC and MARD working groups	4 months after start of contract
Action plan for institutional strengthening of the RCC, working groups in MoC and MARD is approved	6 months after start of contract
Regular contributions to the implementation of the action plan for institutional strengthening	6 months after start of contract and regular contributions for 3 years
Regulations, mechanisms and procedures to strengthen the RCC, and MoC and MARD working groups are submitted for approval.	3 months before the end of the contract

**Work package 2: Capacity development of provincial working groups and the establishment of provincial platforms.**

Multi-sectoral and integrated master planning and infrastructure investment is new in the 13 provinces in the Mekong Delta and it is in the provinces where the implementation of national and regional master plans, socio-economic impacts of planning and investment, and the policy and regulatory framework can be measured. Leaders and officials require strengthened capacity, new methodological tools and approaches to transition from the remnants of central planning to the new planning and investment system. A focus of capacity strengthening will be the provincial working groups established in the 13 provinces to participate in the RCC and

the provincial board established to assess the feasibility of the provincial master plans during the drafting process.

To successfully strengthen the capacity of provincial partners, the contractor will carry out a capacity needs and gaps assessment and establish a gender sensitive capacity development plan. The contractor will deliver the capacity development plan. Participants will include leaders and officials from the 13 provinces. Provincial platforms will be established to carry out capacity development, introduce innovations in methods and approach to multi-sectoral and integrated planning and investment and create an environment where provincial leaders and officials can share information and experiences from the capacity development and discuss cooperation to respond to existing and emerging issues. After the capacity development each of the provinces will select a sector topic to apply the new methods and approach. In 2020, GIZ supported An Giang, Kien Giang and Ca Mau to pilot the new methods and approach to planning. Results from this assignment should be assessed and upscaled.

The provincial platforms will also be a venue to discuss gaps and inconsistencies in the policy and regulatory framework and work out approaches to advocate to the RCC, relevant ministries and working groups for updates and revisions to the framework. In addition, the provincial platforms will provide a forum to discuss the strengths and weaknesses, benefits and disadvantages of coordination mechanisms for integrated urban and rural hubs.

Activities include:

- Review international experience in the application of multi-sectoral and integrated master planning and infrastructure investment and carry out a study outlining application according to context in Vietnam, in particular at provincial level
- Carry out a capacity needs and gaps assessment for the strengthening multi-sectoral and integrated master planning and infrastructure investment in the Mekong Delta.
- Development and implementation of a gender sensitive capacity development plan including the following:
  - o In cooperation with MPI, carry out capacity development on integrated and multi-sectoral master planning and infrastructure investment for the 13 provinces with the participation of the MoC and MARD Working Groups
  - o Carry out capacity development on integrated urban and rural hubs for relevant leaders and officials from the 13 provinces.
  - o Capacity development for inter-provincial coordination mechanisms for the 13 provinces with the participation of MPI, and the MoC and MARD Working Groups
- After the capacity development, each of the 13 provinces selects a sector topic to apply the new methods and approach and prepares a summary report to present to the PPC and a regional workshop
- Establish provincial platforms for capacity development, which also a forum for information sharing and discussing policy and regulatory reforms.
- Present to MPI and the MoC and MARD Working Groups results of the provincial platform and advocate for reform to the national policy framework.

<b>Milestones for work package 2</b>	<b>Delivery date/period</b>
A study report outlining the application of multi-sectoral and integrated master planning and infrastructure investment is approved	4 months after start of contract
Capacity needs and gaps assessment and a gender sensitive capacity development plan report is approved.	6 months after start of contract

A report outlines the implementation of the gender sensitive capacity development	12 months after start of contract
Policy platforms on multi-sectoral and integrated master planning and infrastructure investment and related topics such as integrated urban and rural hubs are held every 6 months and documented	6 months after start of contract

**Work package 3: The establishment of integrated urban and rural hubs and updating the policy and regulatory framework.**

As a means of efficiency and sustainability, and in consideration that integrated and multi-sectoral master planning is relatively new in Vietnam, the contractor implements their tasks through collaborating with and supporting national and provincial governments mandated to support the RCC according to Decision 825/QD-TTG. In the framework of MCRP, MARD and MoC leaders and officials from the 13 provinces in the Mekong Delta receive technical advice on the process to establish coordination mechanisms for integrated urban and rural hubs. The policy and regulatory framework for integrated urban and rural hubs will be updated based on the results.

The contractor will carry out 3 feasibility studies to pilot practical processes and sustainable coordination mechanism/s for establishing integrated urban and rural hubs in the Mekong Delta. The contractors will regularly report lessons learnt, results and analysis to national and provincial decision makers, which helps to ensure the development of a new policy and regulatory framework that can be effectively implemented not only in the Mekong Delta but also other regions in Vietnam. The approved Mekong Delta Master Plan and Decision 68/ND-TTg and the MARD proposal to establish agricultural supply centres and market development provide the policy framework and guidelines for the design of the feasibility studies.

In cooperation with GIZ, two inter-provincial coordination mechanisms shall be established based on mutual interest with the aim to expand the diversity and linkages between provincial urban centres and rural areas. The selection criteria will be developed and agreed by GIZ, the MoC and MARD working groups and the 13 provinces. GIZ is presently supporting the Central Economic Commission and three provinces in the Ca Mau Peninsular to establish a coordination mechanism. Results and experiences from this activity will be upscaled.

To help ensure efficiency of time and clarity, GIZ prepares a position paper in consultation with partners outlining the rationale, objectives and definitions for integrated urban and rural hubs. The contractors uses this position paper and the wealth of experiences and existing approaches to establish the range of measures, solutions and responses to improve the capacity and decision-making of the RCC, MoC and MARD working groups and provincial working groups with regards to integrated urban and rural development.

Activities include:

- For integrated urban and rural hubs, carry out the following:
  - o Identify gaps, inconsistencies and overlaps in the existing legal and policy framework
  - o Identify and assess existing intra-provincial and inter-provincial mechanisms that promote urban and rural integrated development
  - o Carry out a SWOT analysis on establishing integrated urban and rural hubs
  - o Options for mechanisms that support integrated urban and rural hubs will be identified

- Carry out consultations with the private sector and quasi-government organisations such as logistic companies and trade associations to identify the barriers and opportunities to establish integrated urban and rural hubs
- Establish a forum where government, quasi-government the private sector can discuss and establish a consensus on the key issues to establish sustainable integrated urban and rural hubs
- Carry out a comprehensive study outlining the principles, methodology and approach to establish integrated urban and rural hubs in the Mekong Delta (include international experiences, and consultations with relevant ministries and provinces)
- Establish a selection of mechanisms for integrated urban and rural hubs and implementation process and present to national and provincial partners. (mechanisms could be based on specific products or development of diversity in markets and urban/rural linkages or sub-regional interests/benefits)
- Establish the selection criteria for 3 feasibility studies to pilot three approaches, coordination mechanisms and processes to establish integrated urban and rural hubs in the Mekong Delta. An important criterion will be the potential to integrate the hubs in an inter-provincial coordination mechanism.
- After approval of the locations and content for the 3 feasibility studies, carry out the feasibility studies,
- Cooperate with GIZ to support selected provinces establish two inter-provincial coordination mechanisms including mandate, regulatory framework, roles and responsibilities and scope of work.
- Assess the results of the 3 feasibility studies and present the assessment report to national and provincial levels in seminars and workshops.
- Collaborate with relevant ministries to establish the policy and regulatory framework for integrated urban and rural hubs including:
  - o MPI on including integrated urban and rural hubs in National, Regional and Provincial Master Plans and relevant legislation
  - o MARD to include urban and rural hubs in the National Master Plan for Water Resources and Natural Disasters and relevant legislation
  - o MOIT on including urban and rural hubs in the National Master Plan on Industry to encourage trade via the hubs and relevant legislation
- Regularly update and collaborate with the MoC and MARD working groups to the RCC on inter-provincial coordination mechanisms and integrated urban and rural hubs so that they can effectively contribute to the RCC

<b>Milestones for work package 3</b>	<b>Delivery date/period</b>
Study report on key development issues in the Mekong Delta and the potential roles of integrated urban and rural hubs and present report to national and provincial stakeholders	4 months after start of contract
The selection criteria for 3 feasibility studies to pilot the approach and process to establish integrated urban and rural hubs in the Mekong Delta is complete and the three feasibility studies are approved for start-up	8 months after start of contract
A final report presents the results of implementing the capacity development plan	12 months after start of contract
A final report presenting the results and conclusions from the 3 feasibility studies on integrated urban and rural hubs is presented to the RCC, MoC and MARD working groups and provincial working groups.	24 months after start of contract

The regulatory framework for at least one coordination mechanism for integrated urban and rural hubs is submitted for approval	6 months before the end of the contract
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Safeguards and gender considerations with specific reference to services:

The contractor is required to take the following key measures to avoid or reduce possible unintended negative results and to support gender equality in its area of responsibility:

- Environment/climate change (mitigation)/adaptation to climate change:

Vietnam is one of the countries most affected by climate change and the Mekong Delta is particularly vulnerable, with significant economic consequences. Vietnam annually loses around 1-1.5% of GDP or USD 2.4 billion to natural hazards. Of all natural hazards, flooding is the most frequent, the most economically damaging and the deadliest. The 13 provinces in the Mekong Delta region are particularly vulnerable to climate change and flood related disasters. Each year about half of the Delta is flooded with water overflow levels attaining one to three meters in depth. The Mekong Delta is home to 20% of Vietnam's population and the country's third largest production, processing and manufacturing region. The region is responsible for over half of the country's rice production and more than 65% of fruit and seafood production. Cities in the Mekong Delta had average annual economic growth rates of between 7% and 17% in 2019. It is expected that the urban population in the Delta will increase by almost 40% by 2050 to reach about 15 million people. Despite these impressive growth rates, cities in the Delta are typically small or medium in size, with limited fiscal resources and relatively high poverty rates. Access to basic services, such as sanitation, drainage and quality water supply, remains as low as 15% in Mekong Delta cities, as compared to 80% in large cities such as Ho Chi Minh City and Hanoi.

As a result, building climate resilience and sustainable urban and rural development in the Mekong Delta is a key government priority. The new Law on Planning (2019) introduced integrated regional master planning to complement national and provincial master planning. The Mekong Delta is the pilot for this new integrated regional master planning. With policies such as Resolution 120 on climate change, the Mekong Delta Master Plan submitted to the government for approval and the Regional Coordination Council recently established to oversee the implementation of this Plan, there is a great opportunity to support Vietnam on its path toward more integrated planning to improve environmental protection and urban and rural resilience, and reduce the impacts of climate change. Where possible, the contractor will aim to generate synergies from environmental protection and climate change adaptation and mitigation effects, within and beyond MCRP. The contractor will ensure that measures to address urban and rural climate risks/hazards (DRM, riverbank erosion, and flood management) are successfully integrated into national, regional and provincial/city planning.

- Conflict and context sensitivity and human rights:

The measures implemented by the project take appropriate account of disadvantaged population groups, such as the poor, marginalized and vulnerable. For these people, protection from the impacts of floods and other natural disasters results in safety for family members especially young children and the elderly, maintenance of asset security such as housing and clothing as well as stabilisation of livelihoods so that income shocks are avoided. Disruptions to access to services such as schools and hospitals are minimized.

The Mekong Delta is also prone to conflicts about water resource allocation (with sometimes unpredictable patterns and outcomes) and conflicts about land use transformation, within and across sectors of the economy. The contractor should be aware of the potentially conflict

nature of some activities and proposals made in the context of climate change adaptation and diversification and presents alternatives and risk mitigation options transparent to the relevant parties concerned. There is risk that there are too many political interests that prevent the sustainability of the new RCC so that it cannot effectively oversee the implementation of the Mekong Delta Master Plan. The contractor will ensure the Institutional anchoring of the RCC and ministerial, sub-regional and provincial working groups. A silo effect is still very common in Vietnamese institutions. Cooperation and communication of many departments and stakeholders at national and provincial level will be key for project success and not everyone might be prepared to cooperate with the project or among each other. It will be important that the contractor quickly generates positive experiences and builds trust among different stakeholders.

- Gender equality:

MCRP ensures that men and women are able to access all information sharing, workshops, training and capacity development. MCRP carried out a stakeholder analysis and outlined further preparatory steps in strengthening of institutional and organizational capacity development in climate-resilient and water-sensitive urban planning. This includes the strengthening of gender inclusivity of the sub-regional coordination mechanism in its setup (a gender focal point will be appointed, equal representation of both male and female members in the coordination board is ensured and a gender-responsive approach in the development, implementation, monitoring and evaluation of sub-regional sustainable economic development plans is used). MCRP also promotes and advocates that climate-resilient and water-sensitive urban infrastructure projects are constructed taking into account eventual gender dimensions (e.g. social and economic aspects, adaptive capacity, roles and positions of Vietnamese women and men in master planning and infrastructure investment, etc.). The contractor should be aware that institutional and organizational capacity development of the RCC, MoC and MARD working groups, provincial working groups and sub-regional coordination mechanisms. includes the strengthening of gender inclusivity. A gender focal point will be appointed in the established institutions, and representation of both male and female members is ensured and a gender-responsive approach in the development, implementation, monitoring and evaluation is used. Training provided by the contractor on integrated and multisectoral master planning and climate resilience planning and investment for national and provincial agencies will include at least 30% women.

### **3. Technical-methodological concept**

In the conceptual design of the tender (technical-methodological approach, project management, if necessary other requirements), the tenderer is required to take specific objectives and requirements into consideration and describe them, as explained below.

In the tender, the tenderer is required to show *how* the specified targets and results are to be achieved with the work packages in the tender (see section **Fehler! Verweisquelle konnte nicht gefunden werden.**). For this purpose, the tenderer should consider the following five factors: strategy, cooperation, steering structure, processes and learning and innovation (sections 3.1 to 3.5). In addition, the tenderer must describe the design of the project management system in the narrower sense (section 3.6). The tenderer should avoid



repeating information from existing documents. The restrictions on the number of pages given in section 6 of these ToRs must be followed.

### **3.1 Strategy (section 1.1 of the assessment grid)**

The strategy is the core element of the technical-methodological concept.

The tenderer is required to interpret the targets that it is responsible for and provide a critical appraisal of the task (section 1.1.1 of the assessment grid). Subsequently, the tenderer must describe and justify the strategy it intends to use to achieve the milestones, targets and results that it is responsible for (see section 2) by means of the work packages described in section 2 (section 1.1.2 of the assessment grid). The tenderer should avoid repeating information from the description of the implementation approach (see section 3.6).

MCRP's Vietnamese partner ministries and provinces acknowledge the need to transition from the remnants of central planning to integrated and multi-sectoral master planning at national, regional and provincial level. The Law on Planning and subsequent legislation provide the framework for this important transition. However, the way forward in terms of a consistent and reliable approach and definitions to achieve this transition is unclear mostly because this is relatively new ground for both national and provincial. The Regional Coordination Council for the Mekong Delta has been established and member ministries and provinces have requested support to develop effective regional and subregional coordination mechanisms, establish a regulatory framework for integrated urban and rural planning and investment and improve urban climate resilience in the region. The contractor will subsequently use the experience and lessons learnt in Vietnam and abroad (where applicable) to develop a practical approach for integrated urban and rural hubs. Based on evidence generated the contractors will support ministries establish an enabling policy and regulatory framework for integrated urban and rural hubs. The contractor must illustrate how the know-how on integrated urban and rural hubs will be systematically integrated in its support strategy.

The contractor presents the training and coaching approach aiming at strengthening the governance, organizational and management capacities of MoC, MARD and leaders and officials from 13 provinces and so enable participants to analyze the complexities of multi-sectoral and integrated planning and infrastructure investment and developing integrated urban and rural hubs. The contractor's strategy should include methods and approach that promote the inclusion of new capacities in participants' national and provincial workplans, budgets and master plans. From a strategic perspective and based on a capacity assessment and a competency-focused analysis of existing capacity development materials and approaches, the contractor considers collaboration with the established organizations, for example the Institute for Urban and Rural Master Planning in MoC.

Important in the contractor's strategy will be the contractor's approach in working with partners at national and provincial levels. A comprehensive consultation approach should be applied with the understanding that development issues have at least three main aspects: institutional, financial and technical. As a result, the consultation process and implementation of the assignment should include leaders and officials from relevant departments and agencies. The contractor should not replace the role of government partners but support them through key decision making.

### **3.2 Cooperation (section 1.2 of the assessment grid)**

The tenderer must describe the relevant actors (partners and others) for the service in the tender and their interactions (section 1.2.1 of the assessment grid). The tenderer is required to develop a concept that shows how the cooperation with these actors is to be established

and put into practice (section 1.2.2 of the assessment grid). The project's cooperation arrangements referred to in section 1 must be taken into consideration.

The lead executing agency for MCRP is the *Ministry of Agriculture and Rural Development* (MARD). Activities are implemented through cooperation with implementation partners such as the Ministry of Construction (MoC), Ministry of Planning and Investment (MPI) and the 13 provinces in the Mekong Delta.

The central implementation partner is VNDMA. Newly established in 2018 and operating under MARD, VNDMA's main remit is for nationwide coordination in the field of civil protection and natural disaster risk management as well as development in rural areas. The Ministry of Construction (MOC) is responsible for urban planning frameworks. Plans for climate-smart urban infrastructure and the ongoing promotion of appropriate and water-sensitive construction approaches, as well as corresponding investments in infrastructure, are to be initiated by the ministry and provincial departments. The Ministry of Planning and Investment (MPI) is an important partner and spearheads regional coordination, the transition to integrated master planning including integrated urban and rural hubs, and is in charge of developing and updating the Mekong Delta Master Plan and Socio-Economic Development Plan for the Mekong Delta. This ministry's work and responsibilities are integrated and interlinked via the Regional Council for the Mekong Delta.

Other important implementation partners are the Provincial People's Committees (PPCs). The PPCs play a key role in formulating and disseminating the guidelines and regulations and in implementing sustainable and climate-resilient models and solutions. Close cooperation within the Mekong Delta Working Group (MDWG) on donor coordination is scheduled to continue. MDWG offers a platform for coordinating and aligning ongoing and planned measures, with a view to increasing synergies and complementarity – and therefore also results – while avoiding duplication

### **3.3 Steering structure (section 1.3 of the assessment grid)**

The tenderer is required to describe and explain its approach and its method for steering the measures with the partners involved in delivering the services set out in the tender (section 1.3.1 of the assessment grid).

The contractor plays an active role in the results-based monitoring of the project. The tenderer is therefore required to describe how it will monitor the results in its area of responsibility (section 2) in a way that corresponds with the client's expectations and specifications. It must also describe the related challenges (section 1.3.2 of the assessment grid).

MARD maintains overall supervision of natural disaster management and development in rural areas. MoC maintains overall supervision of urban development and climate resilience. MPI maintains overall supervision of multi-sectoral and integrated master planning at national, regional and provincial levels. Provincial leaders carry out project activities and provide data and information feedback to relevant ministries. MARD leads a steering structure to supervise the implementation of MCRP. Steering committee meetings are held twice a year and there is the capability to arrange *ad hoc* meetings when required. The contractor is required to describe and explain the approach and method for steering the measures with the partners involved in delivering the services set out in the assignment. The contractor plays an active role in the results-based monitoring of the project. Consequently, the contractor is required to describe how it will monitor results in the allocated area of responsibility in a way that corresponds with the GIZ's expectations and specifications.

The tenderer is required to present and explain its approach to steering the measures in cooperation with the project partners.

The tenderer is required to describe its results-based monitoring system and the related challenges, which must correspond with the client's expectations and specifications.

### **3.4 Processes (section 1.4 of the assessment grid)**

The tenderer is required to present the processes in the sector that are relevant to the services outlined in the tender based on existing documentation (section 1.4.1 of the assessment grid). Here, the contractor must include a critical appraisal of the contribution made by the services in the tender to the processes in the sector and identify particularly promising starting points for generating possible leverage (section 1.4.2 of the assessment grid).

The tenderer should also outline how the partner contributions can be integrated into the implementation process. The Vietnamese government provides counterpart funding of 10% of the commission value, which enables national partners and the provinces to contribute to the implementation of some activities and monitor the results of activities such as capacity development.

The contractor must describe the different key processes and working steps to achieve the objective of the contract. The key processes must include the establishment of the support network, training and follow up of training and capacity development measures. The training measures could be subdivided between capacity development establishing integrated urban and rural hubs and advisory measures and capacity development to improve urban climate resilience.

Communication between ministries and provinces, and with other relevant organizations should be considered a support process by itself, with the aim to ensure visibility of the ongoing work. In addition, the contractor makes extensive and strategic use of targeted communication to support uptake of training content and establish a supportive environment of well-informed target groups that comprehend and develop ownership of the cooperation.

### **3.5 Learning and innovation (section 1.5 of the assessment grid)**

The tenderer must describe its contribution to knowledge management in the project and at GIZ (section 1.5.1 of the assessment grid). The following tasks are to be taken into consideration:

- Contributions to workshops and conferences.
- Contributions to knowledge products such as flagship publications, position papers and reports and success stories.
- The contractor's experts are actively involved in GIZ's sector networks.
- The contractor expresses willingness, if required, to support GIZ staff members on temporary placements who undertake special tasks for the project.
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.

In addition, the tenderer is required to present and explain measures that promote horizontal or vertical scaling-up (section 1.5.2 of the assessment grid).

### **3.6 The contractor's project management activities (section 1.6 of the assessment grid)**

In its tender, the tenderer is required to describe its approach and procedure for coordination with and within the project (section 1.6.1 of the assessment grid).

The tenderer is required to draw up and explain an operational plan, which also includes a plan for the assignment of all the experts included in its tender, for implementing the strategy described in section 3.1. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts and, in particular, describe the necessary work stages. It must also take into consideration and, if necessary, add to the milestones in section 2 (section 1.6.2 of the assessment grid).

The tenderer is required to describe its backstopping concept. A brief CV with relevant details must be provided for the position of back stopper (Section 1.6.3 of the assessment grid).

The following services are part of the standard backstopping package and must be factored into the fees for the staff listed in the tender as ancillary staff costs in accordance with GIZ's General Terms and Conditions:

- The contractor's responsibility for its seconded staff
- Ensuring the flow of information between GIZ and the contractor's seconded staff
- Process-based technical-conceptual management of the consultancy inputs
- Managing adaptations to changing conditions
- Monitoring performance
- Ensuring the provision of project administration services
- Ensuring compliance with reporting requirements
- Specialist support for the on-site team from the contractor's staff
- Sharing and making local use of the lessons learned by the contractor

### **3.7 Sustainability requirements (section 1.7 of the assessment grid)**

Objectives for the tenderer

The tenderer is required to demonstrate how it will ensure that the project activities are sustainable and how it will implement them in a way that avoids or reduces unintended negative results and promotes gender equality.

In its tender, it is required to outline from its perspective the key possible unintended negative results in its area of responsibility and, where relevant, in the following areas: the environment, climate change (mitigation) and adaptation to climate change, conflict and context sensitivity, human rights and gender equality. It must also discuss in greater detail the mitigation effects that will result from the key mitigation measures described in section 2. In the area of gender equality, the tenderer is also required to consider these aspects with regard to potential areas for support and corresponding support measures from section 2.

As all the requirements together are only given one score, the possible total of 10 points must be divided across the individual criteria.

Requirement: the environment, climate change (mitigation) and adaptation to climate change  
- 4 points out of a possible total of 10 points.

Requirement: conflict and context sensitivity - 3 points out of a possible total of 10 points.

Requirement: human rights and gender equality - 3 points out of a possible total of 10 points.

### **3.8 Further requirements (section 1.8 of the assessment grid)**

The tenderer is required to explain and, as far as possible, provide specific evidence of how it will make use of national resources (for example national institutions, network partners etc.) as part of the service delivery.

Requirement: national institutions, network partners: 10 points out of a possible total of 10 points.

## **4 Human resources**

### **4.1 Specified human resources concept**

The tenderer is required to provide staff for the positions ('experts') referred to and described here in terms of the scope of tasks and qualifications on the basis of corresponding CVs (see section 6).

The qualifications listed below are the requirements for achieving the maximum number of points in the specialist assessment.

#### **Expert 1: International Team leader (section 2.1 of the assessment grid)**

A statement of availability for this expert must be attached to the tender as an annex.

##### Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Ensuring a comprehensive consultation process and methodology is carried out with partners including the RCC, MoC and MARD Working Groups and provincial working groups
- Ensuring the quality of the institutional strengthening of the RCC, MoC and MARD Working Groups and Provincial Working Groups and preparing the improved regulatory framework for these institutions
- Overall responsibility for strengthening the capacity of the Regional Coordination Council, MoC and MARD working groups and provincial working groups.
- Design and implementation of capacity development
- Design, implementation, monitoring and evaluation of capacity development measures for national and provincial partners in the following areas, integrated and multi-sectoral planning, integrated urban and rural hubs, inter-provincial coordination mechanisms and provincial platforms
- Design, implementation, monitoring and evaluation of three feasibility studies for integrated urban and rural hubs linked to inter-provincial coordination mechanisms
- Responsible for the cooperation with national and provincial partners to establish the policy and regulatory framework for integrated urban and rural hubs
- Taking cross-cutting themes into consideration (for example, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting local and international experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines and milestones

- Responsibility for checking the use of funds and financial planning in consultation with the officer responsible for the commission at GIZ
- Supporting the officer responsible for the commission in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase
- Maintaining contact with other relevant GIZ programmes, other donors and the German embassy

#### Qualifications of the team leader

- Education/training (2.1.1): University degree (master's) in governance/integrated planning, institutional development, climate change or urban and rural development
- Languages (2.1.2): Knowledge of English, C1 in the Common European Framework of Reference for Languages, Vietnamese, C1
- General professional experience (2.1.3): 15 years of professional experience in Vietnam includes governance, institutional and capacity development, climate change, urban and rural development or agricultural transformation
- Specific professional experience (2.1.4): 8 years of professional experience in promotion of socio-economic planning and public investment or master planning in Vietnam
- Leadership/management experience (2.1.5): 10 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): additional work experience in South East Asia 4 years
- Development cooperation (DC) experience (2.1.7): 10 years of experience working on DC projects
- Other (2.1.8):  
Requirement 1: 2 years of experience on the policy framework for regional planning and coordination mechanisms in the Mekong Delta  
Requirement 2: 2 years of experience on urban and rural development in Vietnam

#### **Expert 2: Coordinator/Institutional Expert (Section 2.2 of the assessment grid)**

A statement of availability for this expert must be attached to the tender as an annex.

#### Tasks of the Coordinator/Institutional Expert

- National senior institutional development and capacity strengthening
- Coordination of the implementation of assessment activities outlined in work packages and quality control of outputs
- Coordination and cooperation with national level partners
- Organisation and facilitation of meetings, seminars, workshops and forums
- Development of training concept for capacity development plans (including ToT) for the following topics: principles, approach and methods for integrated and multi-sectoral planning, and integrated urban and rural hubs
- Development and maintenance of an information sharing mechanism with national and provincial partners
- Quality control of ToT, training and coaching as implemented by the respective partners.
- Coordinate the contracting of short-term consultants to support institutional strengthening and integrated urban and rural hubs
- Implementation of a Monitoring and Evaluation system for the contractor's support activities.
- Coordinate the establishment of the policy and regulatory framework so that the RCC, MoC and MARD Working Groups and Provincial Working Groups can function more effectively

- Coordinate the linkages with institutional strengthening activities and integrated urban and rural hubs activities.

Qualifications of Coordinator/Institutional Expert

- Education/training (2.2.1): University degree (Master's) in institutional and capacity development, master planning or urban and rural climate change/resilience
- Languages (2.2.2): Knowledge of English, C1 in the Common European Framework of Reference for Languages Vietnamese, C2
- General professional experience (2.2.3): 10 years of professional experience in the governance and institutional development sector
- Specific professional experience (2.2.4): 8 years of professional experience in urban and rural development and planning
- Leadership/management experience (2.2.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.2.6): 4 years of work experience in South-East Asia
- Development cooperation (DC) experience (2.2.7): 5 years of experience working on DC projects
- Other (2.2.8): N/A

**Expert 3: Institutional/ Capacity development Expert  
(Section 2.3 of the assessment grid)**

A statement of availability for the expert must be attached to the tender as an annex.

Tasks of the institutional expert

- Development of training materials and concepts as well as delivery for integrated and multi-sectoral planning
- Carry out activities outlined in the action plan for institutional strengthening of the RCC, MoC and MARD working groups and provincial working groups
- Responsible for implementing the gender sensitive capacity development plan to strengthen the capacity of the RCC, MoC and MARD working groups and provincial working groups
- Establish provincial platforms in the Mekong Delta
- Contribute to the establishment of two inter-provincial coordination mechanisms linked to the development of integrated urban and rural hubs
- Cooperation with national and provincial partners to update the legal and policy framework for integrated urban and rural hubs
- Development of training materials as well as delivery

• Qualifications of the institutional expert

- Education/training (2.3.1): The expert with a university qualification in (master's degree) in state management, institutional and capacity development, government master planning, in urban and rural development or climate change and resilience
- Language (2.3.2): Knowledge of English, B1 in the Common European Framework of Reference for Languages, Knowledge of Vietnamese, C2 in the Common European Framework of Reference for Languages
- General professional experience (2.3.3): 10 years of professional experience in state management, institutional and capacity development or government master planning and 10 years of professional experience in urban and rural development or climate change and resilience

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- Specific professional experience (2.3.4): 10 years of professional experience in capacity development, awareness raising or conducting trainings and Training of Trainers;
- Leadership/management experience (2.3.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.3.6): N/A
- Development cooperation (DC) experience (2.3.7): 5 years of experience in DC
- Other (2.3.8): N/A

**Expert 4: Integrated urban and rural hubs coordinator  
(Section 2.4 of the assessment grid)**

Tasks of the integrated urban and rural hubs coordinator

- Assess the status of integrated urban and rural hubs
- Preparation of selection criteria and process for feasibility studies for integrated urban and rural hubs
- Develop practical and sustainable models of integrated urban and rural hubs for selection to carry out the feasibility studies
- Prepare the terms of reference for the three feasibility studies for integrated urban and rural hubs
- Coordinate and monitor the implementation of the feasibility studies
- Lead national short-term experts and partner leaders and officials in institutional development of integrated urban and rural hubs and the development of coordination mechanisms
- Coordinate linkages between the established inter-provincial coordination mechanisms and integrated urban and rural hubs
- Report to the team leader and the coordinator on the development of an enabling policy and regulatory framework to establish integrated urban and rural hubs
- Development of training materials and concepts as well as delivery of capacity strengthening of integrated urban and rural hubs

Qualifications of the Integrated urban and rural hubs coordinator

- Education/training (2.4.1): Master's degree in governance, institutional and capacity development and infrastructure investment, business development, climate change or urban and rural resilience
- Language (2.4.2): Knowledge of English, C2 in the Common European Framework of Reference for Languages, Vietnamese C2
- General professional experience (2.4.3): 10 years of professional experience in the governance sector in Vietnam, institutional development, government planning and budgeting, urban and rural climate resilience or business development
- Specific professional experience (2.4.4): 10 years of professional experience in institutional strengthening, government planning and investment processes in Vietnam, capacity development or development of a policy and regulatory framework for urban and rural development,
- Leadership/management experience (2.4.5): 4 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.4.6): N/A
- Development cooperation (DC) experience (2.4.7): 4 years of experience in development cooperation
- Other (2.4.8): N/A



**Expert 5: Expert pool – Institutional and integrated urban and rural hubs ‘National Experts’ with 6 up to 8 experts  
(Section 2.5 of the assessment grid)**

A statement of availability for individual experts or for this expert pool must be attached to the tender as an annex.

Tasks of the expert pool

- Conduct analysis of relevant documentation on issues such as socio-economic development in the Mekong Delta, linkages to infrastructure planning and investment, impacts of government planning and investment
- Carry out the terms of reference for three feasibility studies for integrated urban and rural hubs including consultations with stakeholders from the private, public sectors, producers and consumers, process and analysis of relevant data and information and reporting to stakeholders
- Carry out capacity development for integrated urban and rural hubs
- Develop issues and options on coordination mechanisms for integrated urban and rural hubs
- Develop scale-up of integrated urban and rural hubs into inter-provincial coordination mechanisms

Qualifications of expert pool 1

- Education/training (2.5.1): 4 experts with a university qualification (master’s degree) in state management, institutional and capacity development, public investment expenditure or government master planning, 2 experts with a university qualification (bachelor’s degree) in urban and rural development, economic analysis, market analysis, value chains or supply chains and logistic systems.
- Language (2.5.2): All experts with knowledge of Vietnamese, C2 in the Common European Framework of Reference for Languages
- General professional experience (2.5.3): 4 experts with 10 years of professional experience in state management, institutional and capacity development, public investment expenditure or government master planning;  
2 experts with 10 years of professional experience in urban and rural development, economic analysis, market analysis or value chains, supply chains and logistic systems.
- Specific professional experience (2.5.4): 4 experts with 10 years of professional experience in governance, state management and planning and budgeting, economic analysis, market analysis or value chains, supply chains and logistic systems processes;  
2 experts with 4 years of professional experience in the transition to the new integrated and multi-sectoral planning and investment.
- Leadership/management experience (2.5.5): N/A
- Regional experience (2.5.6): N/A
- Development cooperation (DC) experience (2.5.7): 3 experts with 5 years of experience in DC
- Other (2.5.8): N/A

**Expert 6: Expert pool 2 Legal policy framework ‘National Experts’ with up to 4 experts  
(Section 2.6 of the assessment grid)**

A statement of availability for individual experts or for this expert pool must be attached to the tender as an annex.

Tasks of the expert pool 2

- Review and assess the results for the 3 feasibility studies for integrated urban and rural hubs
- Assessment and analysis of gaps, inconsistencies and overlaps in the legal and policy framework for regional coordination, inter-provincial coordination mechanisms, integrated urban and rural hubs, and urban and rural climate resilience
- Consultation with provincial leaders to identify the challenges in implementing the existing legal and policy framework for integrated urban and rural hubs
- Prepare documentation outlining the issues and options in establishing the regulatory framework and national guidelines for integrated urban and rural hubs and present to national and provincial stakeholders
- Cooperation with national partners to update the legal and policy framework including national guidelines for integrated urban and rural hubs
- Prepare documentation outlining the issues and options in improving the regulatory framework for the RCC, MoC and MARD Working Groups and provincial working groups. and present to national and provincial stakeholders
  
- Qualifications of expert pool 2
- Education/training (2.6.1): 2 Experts with a university qualification in (master’s degree) in legal and policy reform in state management, regional cooperation or urban and rural development;  
2 experts with a university qualification (bachelor’s degree) in legal and policy reform in institutional and capacity development
- Language (2.6.2): All experts with knowledge of Vietnamese, C2 in the Common European Framework of Reference for Languages
- General professional experience (2.6.3): 2 experts with 10 years of professional experience in the legal and policy framework in state management, institutional and capacity development, public investment expenditure or government master planning;  
2 experts with 10 years of professional experience in institutional and capacity development
- Specific professional experience (2.6.4): 2 experts with 10 years of professional experience in governance, state management and planning and budgeting or urban and rural climate resilience;  
2 experts with 4 years of professional experience in the transition to the new integrated and multi-sectoral planning and investment or state management.
- Leadership/management experience (2.6.5): N/A
- Regional experience (2.6.6): N/A
- Development cooperation (DC) experience (2.6.7): N/A
- Other (2.6.8): N/A

\*\*\* Soft skills of all team members, including individual experts and pool experts:

In addition to their specialist qualifications, all team members should also have the following qualifications:

- Team skills
- Initiative

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- Communication skills
- Social and intercultural skills
- Efficient partner- and client-focused working methods
- Interdisciplinary thinking

## **5 Costing requirements**

### **5.1 Assignment of experts**

In your tender, please do not deviate from the specification of quantities required in these ToRs (the number of experts and expert days, the budget specified in the price schedule), because this is part of the competitive tender and is used to ensure that the tenders can be compared objectively. There is no entitlement to use the total number of expert days or the specified budget.

The number of expert days corresponds to the working days.

<b>Expert</b>	<b>Expert days in Germany</b>	<b>Expert days in country of assignment</b>	<b>Expert days in total</b>	<b>Consecutive stay &gt; 3 months</b>
<b>Expert 1: Team Leader/Institutional Strengthening (international)</b>	0	306	306	Yes
<b>Expert 2: Coordinator/Institutional Expert (National)</b>	0	594	594	Yes
<b>Expert 3: Institutional/Capacity development Expert (National)</b>	0	396	396	Yes
<b>Expert 4: Integrated urban and rural hubs coordinator (National)</b>	0	297	297	Yes
<b>Expert Pool 1: Institutional and capacity development, integrated urban and rural hubs and</b>	0	720	720	No

<b>urban and rural climate resilience</b> <b>(National short-term experts)</b>				
<b>Expert Pool 2:</b> <b>Legal policy framework (National short-term experts)</b>	0	360	360	No

**5.2 Local administrative staff**

– Not applicable –

**5.3 Travel expenses**

Travel expenses budget: EUR 75,140.00

As the number and duration of the business trips is not yet clear, the above-mentioned fixed, unalterable travel-expenses budget for all trips in Vietnam for all experts is specified in the price schedule. The budget contains the following travel expenses for the project related trips:

- Per-diem allowances and accommodation allowances
- Flights and other transport costs

The costs are reimbursed in accordance with the country table in the GIZ travel expenses guidelines as a lump sum (per-diem allowances and accommodation allowances up to the highest rates under tax law for the country in question) or on submission of documentary proof (accommodation costs which exceed this up to an appropriate amount, the cost of flights and other forms of transport). All business travel must be agreed in advance by the officer responsible for the project. Travel expenses must be kept as low as possible.

The travel expenses budget does not include international flights (as well as ancillary travel costs (visa etc.)) for the team leader to get into and out of Vietnam. If there are any costs for the tenderer regarding international flights, the tenderer has to price these costs in his financial bid (see price schedule section 3 “International flights”).

Moreover the travel expenses budget does not include per-diem allowances and accommodation allowances for the stay in Hanoi. GIZ will not pay for the stay of the national experts in Hanoi. If there are any costs for the stay of the international expert (team leader) in Hanoi, the tenderer has to price these costs in his financial bid (see price schedule section 3 “Per-diem allowance Team Leader Hanoi” and “Overnight accommodation allowance Team Leader Hanoi”).

**5.4. Equipment**

Budget for equipment: EUR 8,000.00

The fixed, unalterable budget above is earmarked for the procurement of the equipment described in the table below (payment on submission of documentary proof).

<b>Made available free of charge by the project executing agency (local project partner) for the duration of the contract.</b>	<b>Made available free of charge by the client for the duration of the contract.</b>	<b>Costs to be included by the contractor in the financial bid.</b>
Not applicable	Furnished office space in the GIZ Office in Can Tho	Personal laptops (network technology and printers provided by GIZ)
-		Training material (projectors, screens, flipcharts, whiteboards, etc.)

**5.5. Operating costs in the country of assignment**

Lump sums for supplies/non-durable items: EUR 6,120.00

The fixed, unalterable lump sums given above are specified for supplies/non-durable items (financial settlement on submission of documentary proof).

**5.6. Workshops, education and training**

Workshop budget: EUR 15,000.00

The fixed, unalterable budget given above is specified in the price schedule for workshops. The budget includes the following costs relating to the planning and running of workshops:

- Room hire
- Technical systems
- Translation/interpreting
- Catering
- Workshop materials
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

The budget does not include the fees and travel expenses for the contractor’s experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (sections 5.4 to 5.7 and 5.9 of the financial bid).

**5.7. Local subsidies**

– Not applicable –

## **5.8. Other costs**

Printing, translation of publications up on GIZ approval: EUR 5,000.00

## **5.9. Flexible remuneration item**

Budget for flexible remuneration up on GIZ approval: EUR 20,000.00

## **6. Requirements on the format of the tender**

The structure of the tender must correspond with the structure of the ToRs. It must be legible (font size 11 or larger) and clearly formulated. The language of the tender is English.

The technical-methodological concept of the tender (section 3 of the ToRs) is not to exceed 35 pages (not including the cover page, list of abbreviations, table of contents and brief introduction).

The human resources concept (section 4 of the ToRs) of the tender is not to exceed 10 pages.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU-format and must not be more than four pages in length. The CVs must clearly show what position the proposed person held, which tasks they performed and how many expert days they worked during which period in the specified references. The CVs should be submitted in English (language).

We strongly request that you do not exceed the number of pages specified.

## **7. Options**

### **7.1 Follow-on measure/extension of service-delivery period**

It is possible to continue key elements of the service specified in the tender as part of a follow-on measure within the context of the basic project. This is described in detail below.

**Type and scope:** The additional service will consist of tasks of which type and scope is consistent with the Work Packages tendered and the offered human resources concept.

**Precondition:** The contract for the follow-on phase is awarded by GIZ's commissioning party. A cost-neutral extension may apply under unusual situation such as a prolonged impacts from covid-pandemic. GIZ will approve based on the request.

### **7.2 Expansion of the service content**

GIZ's commissioning party may adapt the service in the tender within the context of a change to the contract for the basic project. This is described in detail below.

**Type and scope:** The additional service will consist of tasks of which type and scope is consistent with the Work Packages tendered and the offered human resources concept.

**Precondition:** The expansion is commissioned by GIZ's commissioning party.

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## **8. Annexes**

- (A) Module proposal
- (B) Results matrix